

## Leon County Children's Services Council Planning Committee

### *Decision Points for Draft Report: Proposed Recommendations for Consideration September 2019*

#### **A. Vision, Mission, Goals, and Priorities**

##### **A.1. Vision, Mission, Goals, and Priorities Recommendations:**

###### **Vision**

All children in Leon County enter school ready to learn, are successful socially, emotionally, and academically in order to become productive citizens.

###### **Mission**

Strategically supporting evidenced- based programs and services to improve the safety, health, and security of Leon County's children and families.

###### **Goals**

###### **Success in School and Life**

###### **School Readiness**

Investing in early childhood education programs to increase the number of children that enter kindergarten ready to succeed.

Investing in early childhood education programs to increase the number of children that enter kindergarten ready socially, emotionally, and academically.

###### **School-Age Supports**

Investing in programs that increase school performance and reduce juvenile crime.

Investing in programs that increase all areas of school performance and reduce juvenile crime.

###### **Healthy Children and Families**

###### **Physical Health**

Investing in health education and supports for children and their families to reduce infant and maternal mortality, increase infant health, improve oral health, and improve early identification of health problems.

###### **Mental Health**

Investing in mental health programs and supports for children and their families to increase resiliency and reduce the number and consequences of adverse childhood events.

## **Stable and Nurturing Families and Community**

### **Youth Development**

Investing in youth development programs to build occupational skills and increase economic opportunities.

### **Providing Food Stability**

Investing in programs that can reduce the consequences of food insecurity by ensuring that children in Leon County have adequate year-round access to healthy food.

## **A2: Key Measures and Metrics Recommendations**

Recommendation: Establish a limited number of key metrics aligned to the vision, mission, goals, and priorities of the CSC. Examples could include, but are not limited to, kindergarten readiness rates, maternal and infant mortality, juvenile crime, and rates of food insecurity.

## ***B. Proposed by-laws, policies and procedures for CSC guidance***

Recommendation: Utilize draft by-laws as well as example financial audit, fund balance, late submission, nepotism, agency relations, procurement, public comment, and other fiscal and operational guidelines as a starting point for developing policies and procedures of the Leon CSC (draft bylaws and example policies to be included in the appendices of the final report).

## ***C. Start-up***

### **C.1. Organizational Size**

Recommendation: A board of 10 is recommended for Leon County. The Committee also suggests adoption of the process utilized in Alachua for including all potential appointees in council meetings until Governor appointments are announced.

## C.2. Funding Parameters

Recommendation: The Leon County CSC Planning Committee recommends that the CSC enter into an inter-local loan agreement with Leon County to enable funding and support for staffing and necessary operations (e.g., staffing, initial office space, phone and communications, legal assistance) during the first year.

## C.3. Year One Activities

### Recommendations:

- Hire CEO
- Identify office space, exploring opportunities for office space donations from community partners
- Develop staffing plan, exploring opportunities for staffing supports from community partners
- Procure needed equipment, exploring opportunities for shared equipment with community partners
- Work with County staff to determine the appropriate millage rate for year one
- Conduct needs assessment, utilizing any assessments already completed in the community (including the work of the Planning Committee) and seeking input from stakeholders and residents
- Adopt bylaws, policies and procedures; emphasis on strong fiscal processes and procedures (utilize Government Finance Officers Association best practices as guide)
- Establish committees
- Develop strategic plan, identify priority investment areas, and create allocation timeline, considering a limited grant launch
- Draft competitive solicitations, incorporating accountability requirements
- Develop plan for grant application reviews
- Develop data system and accountability/outcome monitoring plan; consider adoption of Science of Implementation framework to guide system development and implementation

## C.4. Year Two Activities

### Recommendations:

- Implement staffing plan and complete hiring
- Finalize data system requirements
- Launch training for community providers

- Launch competitive applications and review process; consider pilot grants for first year of service funding with a focus on operationalizing and adapting policies based on launch
- Award grants
- Implement accountability system, considering compliance, performance, and fiscal monitoring; utilizing a range of review activities such as on-site program observation, facility tours, participant file reviews, data reviews, compliance document reviews, participant interviews, staff interviews, budget analysis, personnel and volunteer records review, financial review and audit

#### C.5. Commencement of Service Delivery Grants

Recommendation: The Planning Committee considered fast-track, moderate, and cautious start-up processes. There were careful deliberations of possible unintended consequences, with committee members acknowledging the impact of their recommendations on the Council once approved and seated by the voters. Members were in agreement that a moderate timeline approach to program funding (with some percentage of funding released for service delivery during year two) seemed most thoughtful and prudent. There was also agreement that ultimately the decision for service delivery funding roll-out belonged to the CSC Council.

### ***D. Service Delivery and Accountability Mechanisms***

#### D.1. Supporting evidence-based programs

Recommendation: The CSC should adopt a formal framework (with resources and examples to be provided in an appendix of the final report) establishing a continuum of evidence standards that can be used for program funding and program accountability.

#### D.2. Coordinating with and Supporting the Local Non-profit Community

Recommendation: The CSC should ensure that it has the capacity to monitor program implementation and evaluate programmatic outcomes. This capacity may be achieved through internal staff or subcontracting.

### D.3. Selecting programs and activities and demonstrating outcomes

Recommendation: The CSC's RFP process should prioritize evidence-based programs but should also provide for programs to demonstrate effectiveness. RFP scoring categories include, but are not limited to: logic model and theory of action, evidence-base for the program, implementation plan, evaluation plan and research design.

## ***E. Coordination and Collaboration Mechanisms***

### E.1. Efforts to support those that identify, serve, and track service delivery to at-risk, hard-to-reach, or maltreated children

Recommendation: The CSC should develop partnerships with Leon County non-profit coordinating bodies (e.g., United Partners for Human Services, United Way of the Big Bend, and Whole Child Leon) and closely collaborate and coordinate with these entities. This coordination should include a service provider outreach, training, and technical assistance plan to support delivery of evidence-based practices and outcome-driven data.

### E.2. Strategies for interagency coordination to maximize existing human and fiscal resources

#### Recommendations:

- Utilize needs assessments completed by other organizations, such as United Way, Whole Child, Health Department, etc.
- Develop a community indicators snapshot that all partners utilize and co-host an annual Children's Summit to share data and trends
- Plan coordinated trainings for service providers in order to build program capacity to implement evidence-based programs; trainings might include Results-based Accountability, Collective Impact, data collection and analysis, leadership development, grant writing, trauma-informed care, professional development to address implicit bias and to build a racially and ethnically diverse system and workforce
- Develop a coordinated budget and funding framework with community partners (e.g., United Way, County/City, etc.)
- Utilize County staff or another community partner to assist with staffing functions during the first year (e.g., County staff guided search for Executive Director, County provided administrative assistant; use of County Attorney)

- Seek authorization to utilize services of the County Purchasing Department or another community partner for procurement of office items and phone system
- Participate in partner projects, boards, and activities (e.g., United Way Board, area Chambers of Commerce, etc.)

#### ***F. Outreach and Communications***

##### **Recommendations:**

- Utilize the first year to engage the community in the needs assessment and process of establishing a CSC
- Be transparent in all activities, providing public notices of meetings and activities and posting all materials on website
- Prepare the community for the influx of resources through training, public education, and outreach
- Include stakeholder input into annual needs assessment process
- Develop structures for parent leaders/residents/community members to be involved in the governance of system of care (e.g., seek input during monitoring, include community members in review teams, encourage public comment at all meetings)
- Develop and distribute a key indicator report and annual report